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ABSTRACT

The manual, which supersedes the August 4, 1966 manual, is designed to aid in program improvement for career development and advancement opportunities of Department of Defense (DOD) civilian procurement personnel. Program elements covered include: career patterns, career counseling and appraisal, training and development, registration, referral and selection, key and supporting positions, next career position, and mobility. Approximately three-fourths of the manual consists of four appendixes related to career structure, master training plan, personnel development, and career counseling and appraisal system. (EA)

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DOD-WIDE CIVILIAN CAREER PROGRAM FOR

PROCUREMENT PERSONNEL

DOD 1430.10- M-1

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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
(MANPOWER AND RESERVE AFFAIRS)

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ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

MANPOWER AND
RESERVE AFFAIRS

January 28, 1974

FOREWORD

This Manual is issued pursuant to DoD Instruction 1430.10 and supersedes Manual DoD 1430.10-M-1, "DoD-Wide Civilian Career Program for Procurement Personnel," dated August 4, 1966.

The program is designed to improve career development and advancement opportunities of DoD civilian procurement personnel and thereby improve DoD capability in the procurement function. In the achievement of this goal, particular emphasis will be placed on projecting and effecting planned work assignments that follow clear lines of progression to higher skill and grade levels and to successively more responsible positions.

In connection with the responsibility for implementing DoD-wide career programs, DoD component heads will take such steps as necessary to assure that the provisions of the Federal Merit Promotion Program and FPM Letter 412-1, "Guidelines for Executive Development in the Federal Service," are met and integrated with the provisions of this Manual. The provisions of this Manual will be brought to the attention of all personnel affected by this program.

William K. Brehm

DOD-WIDE

CIVILIAN CAREER

PROGRAM FOR

PROCUREMENT PERSONNEL

DOD 1430. 10–M–1

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
(MANPOWER AND RESERVE AFFAIRS)

DOD-WIDE CIVILIAN CAREER PROGRAM FOR PROCUREMENT PERSONNEL

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DOD-WIDE CIVILIAN PROCUREMENT CAREER PROGRAM

I. GENERAL INFORMATION

A. Purpose

This Manual implements the DoD-Wide Civilian Procurement Career Program (hereinafter referred to as the Program) which shall be administered in accordance with the policies, requirements and procedures contained herein. The procedures and requirements in this Manual are supplemented by the Manual for DoD Central Automated Inventory and Referral System (1430.10–M, hereinafter referred to as the CAIRS Manual).

B. Objectives

1. To meet current and future DoD-wide need for procurement personnel and to provide capable replacements for key procurement positions on a planned, systematic basis.
2. To attract, select, develop and retain on a long-term career basis a highly qualified work force capable of performing current and future Defense Procurement functions.
3. To increase the proficiency of DoD procurement employees in their present positions and to give talented employees opportunities for broadening experiences and progression commensurate with their abilities.
4. To stimulate self-development.

C. Applicability

1. The Program applies to procurement employees in the Office of the Secretary of Defense and the Military Department and the Defense Agencies (hereinafter referred to as DoD Components) who are serving under career or career-conditional appointments in the competitive service. The provisions of the Program are mandatory for procurement employees occupying:
   a. Positions at Grade GS–5 and above in the following classification series:
      GS–1101–0 General Business and Industry
      GS–1102–0 Contract and Procurement
      GS–1103–0 Industrial Property
      GS–1150–0 Industrial Specialist
   b. Positions in any other series, when 50 per cent or more of the duties and responsibilities involve pre-award or post-award contracting and purchasing functions, and the duties performed meet the experience qualifications for entry into one of the series listed in paragraph a., above.
2. The Program is optional for employees who do not occupy a position specified in paragraph 1. above, but who meet eligibility and qualification requirements for such position.

D. Responsibilities

1. The Assistant Secretary of Defense (Installations & Logistics) has responsibility for the operation of the Program, consistent with the overall personnel policies and standards issued by the Assistant Secretary of Defense (Manpower and Reserve Affairs); the ASD(M&RA) will pro-

vide overall guidance to ASD(I&L) in the operation of the Program and in evaluating its effectiveness. The Procurement Functional Chief of each DoD Component is responsible for implementing the Program within his Component in coordination with the civilian personnel office.

2. Defense Procurement Career Management Board—To assist ASD(I&L) in carrying out responsibilities for the operation of the Program, the Defense Procurement Career Management Board (hereinafter referred to as the Board), has been established. The responsibilities and procedures for operations of the Board are described in DoD Instruction 5100.58.

E. Evaluation

The Program will be evaluated by procurement managers at all levels. Evaluation will be accomplished by examination of management information reports and procurement/contract management reviews to determine if the objectives stated in 1. B., above are being accomplished.

1. Management Information Reports

a. Annual Reports

(1) Annually, CAIRA will provide a summary report of management information reflecting the profile of the DoD Procurement work force, by Component, to the Board and DoD Components.

(2) RCS:DD-M(A)726, Report of Career Training Needs and Actual Career Trainee Intake. This report is used to determine if component replacement planning adequately meets replacement requirements. The theory of a career program is that the number of losses from the top of the career ladder should be balanced by a comparable input at the bottom of the career ladder. The report should not only reflect the needs for new trainees; it should also show the total number of trainees in training during the reporting period. See DoD Instruction 1430.10 (Change 1, 3/12/70) and Component implementation.

(3) RCS:DD-M(A)1159, Annual Report of Training. This report identifies training costs and resources used during the past fiscal year. As a management tool, it identifies training accomplishments in the following categories: Administration and Management, Technical, Professional and Scientific, Executive Training and Other (orientation/clerical). See DoD Instruction 1430.5 and Component implementation.

b. Special Reports

Statistical data concerning employee profiles, experience and training are available to Procurement managers at all levels for personnel in their organization. These data provide managers valuable information for implementing this career program. The data also can be used for audit purposes, to ensure employee data has been recorded correctly in CAIRS. Provisions for requesting these reports are contained in the CAIRS Manual.

2. Procurement Management Reviews

The Office, Secretary of Defense and the DoD Components will use Procurement Management Reviews to evaluate the effectiveness of DoD procurement activities in implementing this Program. The responsibilities and procedures for conduct of Procurement and Contract Management Reviews are set forth in DoD Manual for Review of Procurement Management, dated December 1968, and the DoD Manual for Review of Contract Management, dated August 1969.

3. Annual Evaluation

An annual evaluation will be submitted by the Defense Procurement Career Management Board Chairman to the Deputy Assistant Secretary of Defense (Procurement). It will utilize statistical data where feasible to show quantitative and qualitative progress towards accomplishment of the Program objectives. Quantitative career program evaluation criteria call for at least seventy-five per cent of key position vacancies to be filled by employees developed under this program. Qualitative career program evaluation criteria call for optimal work force characteristics in levels of experience, training, education and development.

F. Amendments to Manual

1. Amendments to this Manual will be in the form of "changes" issued by ASD(I&L) in coordination with appropriate staff offices and with approval of the ASD(M&RA). DoD Components may submit amendment proposals in writing to the Chairman, Defense Procurement Career Management Board, through the Procurement members of the Board.

2. Except for changes in basic policy requiring OSD staff coordination, action of the Board will suffice to initiate changes to this Manual.

3. Personnel at all levels, particularly at the operating level, are encouraged to submit through appropriate channels, suggestions for improving the effectiveness of the Program.

II. PROGRAM ELEMENTS

A. Career Patterns

Page A–3 in Appendix A depicts the DoD Procurement career structure. Using this structure, DoD Components will establish career patterns, by organization level, to meet future manpower requirements. The career patterns must show the key positions and the developmental positions leading to them.

B. Career Counseling and Appraisal

Counseling and appraisal are not a periodic requirement, but a continuing day-to-day responsibility of the supervisor. However, formal counseling and appraisal must be accomplished once annually, concurrent with the execution of the annual performance appraisal and assignment of a performance rating under the DoD Component's performance appraisal program/rating plan (see Appendix D).

C. Training and Development

1. Determining Training and Development Requirements.

Training and development requirements are determined during the appraisal process. The DD Form 1917 (Test) serves to record these requirements and proposed plans for meeting them. When responding to annual surveys for training and development requirements for the coming fiscal year, supervisors must review the latest DD Form 1917 (Test) for their employees and extract those training and development plans which can be scheduled for accomplishment in the coming fiscal year.

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2. Levels

Appendix B outlines the training available for broadening background and improving knowledge and skills. Appendix C provides guidance for developmental assignments which will provide careerists the needed experience for progressively more complex tasks. Both training and development are specified for career levels as described below.

a. Entry Level (GS–5 through GS–8)

Employees at this level will receive a foundation in specialized knowledge and skills, together with a general orientation, with respect to the position and role of the employing activity in accomplishing the DoD mission. Progressively more responsible work assignments, job-related training, formal courses of instruction and self-development activities will be included.

b. Intermediate Level (GS–9 through GS–12)

At this level, primary emphasis is on increased and advanced technical knowledge and skill. Progressively more responsible work assignments add to depth and breadth of technical competence. Both on-the-job and off-the-job training, and developmental activities are concerned with increasing technical skills, human relations, and supervisory skills. In addition, individuals identified for supervisory positions will be given appropriate courses in management.

c. Senior Level (GS–13 and above)

(1) At this level, procurement careerists are expected to be fully competent in technical matters relating to their field. However, there will be a continuing need to keep abreast of changes and to learn advanced management skills. Education and training become more generalized with greater emphasis on self-development.

(2) The senior procurement careerists also come within the purview of DoD Component Executive Development programs, through which there will be opportunities to progress to the highest positions in the Federal Government. Training and development under these Component programs includes developmental and rotational assignments, management training and long-term education.

3. Categories of Courses

In addition to being organized into three career levels, formal courses are also identified by category, in accordance with the relationship of the courses to the DoD procurement function.

a. Mandatory—provides the basic skills and information needed for the employee's current position and preparation for advancement in the career field. Normally, an employee will be expected to have received the mandatory training prescribed in Appendix B for a particular career level before advancement to the next level. However, an otherwise qualified employee who has not had the opportunity to receive mandatory training prescribed for a particular level may be appointed or promoted to the next level provided: (1) he has completed an approved equivalent training course or successfully passed an equivalency test, or (2) on a waiver basis, he completes the mandatory training within 12 months after the appointment or promotion. When an employee who has not completed this training is promoted, the Supervisor and the Civilian Personnel Officer will arrange for the required training within the subsequent 12 month period.

b. Mandatory When Required by Mission—provides the knowledge and skills required for employee proficiency in a particular position. Each Component will determine the fundamental skills and knowledge required for incumbents in each class of positions.

c. Desirable—covers all other areas of training recognized as important but not mandatory or mandatory when required by mission.

4. Updating Courses

In order to maintain a dynamic training program, the Board continually reviews the Master Training Plan for necessary or desirable changes. DoD Components are encouraged to recommend at any time to the Board, through their respective procurement functional members serving on the Board, revisions, deletions or additions in formalized resident or non-resident training or course offerings. This includes requests for equivalent course determinations. Approved changes will be announced by the Board and issued as a change to this Manual.

5. Course Equivalencies

Formal resident and non-resident DoD-sponsored courses are not the only source of procurement knowledge. An employee who possesses knowledge and skills taught in mandatory courses is not required to take such courses if he has met the course equivalency requirements. This concept is essential to assure optimum utilization of procurement manpower and of training facilities. An employee participating in the Program is not required to take mandatory resident or non-resident training:

a. When the employee has successfully completed a course which is equivalent to a mandatory course (see Appendix B), or

b. When the employee has passed the Procurement Knowledge Test (equivalency test) for the course. Such equivalency tests will be administered in accordance with DoD Instruction 1430.11 and under the general guidance of ASD(M&RA), in coordination with ASD-(I&L). For more detail, procurement supervisors should contact their servicing Civilian Personnel Office.

6. Developmental Assignments

Every opportunity will be provided for developmental assignments within and between organizational segments of DoD Components, as well as between DoD Components and agencies outside DoD. The head of each DoD Component will assure that a continuing program of developmental assignments is established under the guidelines in Appendix C. Positions or projects will be identified within activities for use in the development of employees. The immediate supervisor of high-potential employees will recommend and arrange for developmental assignments as part of the career appraisal.

D. Registration

1. All employees covered under the Applicability section of this Manual will be registered in the Central Automated Inventory and Referral System (hereinafter referred to as CAIRS). Personnel records, inventory data, and the employee's career appraisal will be submitted to the Central Automated Inventory and Referral Activity (hereinafter referred to as CAIRA) in accordance with the CAIRS Manual. All employee's registration information will be forwarded to CAIRA by the servicing Civilian Personnel Office. However, procurement managers at all levels are responsible for identifying to the servicing CPO employees whom they think may be eligible for registration in CAIRS.

2. CAIRA will provide a resume of employee data recorded in CAIRS through the servicing Civilian Personnel Office (CPO) once annuallly for employees in grades GS–12 through GS–18 and bi-annually for employees in grades GS–5 through GS–11. On receipt of the resume, the employee will be instructed to annotate appropriate corrections. The resumes

are then to be returned through the CPO to CAIRA for correction on the master data bank. If for some reason the corrections cannot be made, the employee will be advised by CAIRA through the CPO. This audit function is an important management and employee responsibility; if the master tape data is incorrect, the employee's career opportunities could be affected.

E. Referral and Section

1. GS–13 through 18

The area of consideration for vacancies at GS–13 through 18 which are covered by the Program is DoD-wide, except as provided in paragraph IX.C. of DoD Instruction 1430.10. All vacancies at GS–13 through 18 in the competitive service will normally be filled by selection from a roster of candidates referred by CAIRA. Screening panels may be used at the activity or higher echelon in filling these vacancies. Selection of a candidate not referred by CAIRA may be made providing:

a. The application was obtained through authorized Component procedures, and

b. The criteria used for determining qualifications are the same as those used by CAIRA, and

c. The individual possesses qualifications equal to or better than the best qualified individuals referred by CAIRA, and

d. Approval is obtained from the DoD Component Functional Chief. DoD Component Functional Chiefs may delegate this approval authority to the Head of a Procuring Activity (HPA). The written approval of the Component Functional Chief or HPA and the justification that the selected person is equal to or better than the best qualified CAIRS candidate must be kept on file by the selecting office for a period of at least two years.

2. GS–5 through 12

Vacancies at grades GS–5 through 12 are normally filled through the servicing CPO. However, if the personnel available do not meet the full qualifications for the position, a request for referral may be submitted to CAIRA. Use of roster of candidates from the CAIRS is optional.

F. Key and Supporting Positions

1. Each DoD Component will establish key and supporting positions for purposes of career development. Establishment of these positions must be in accordance with the guidance set forth in DoD Directive 1100.9, Military-Civilian Staffing of Management Positions in the Support Activities. These positions require certain skills obtained through training, education and developmental assignments, and are generally at the GS–13 and above level.

2. The designation and grade of a key position depends on its place in the organization and the nature of the responsibilities which it carries.

3. Supporting positions are identified for career development purposes, to provide visibility for that portion of the career ladder preceding key positions. The path to key positions is through the supporting positions.

4. The number of key and supporting positions, by grade and series, is shown in Appendix A.

G. Next Career Position

The next career position is a different position from that which the employee presently holds. It provides a goal for his progressive movement up the career ladder. (See Appendix D.)

H. Mobility

Depth and breadth of employee experience are important factors in determining best qualified candidates for key positions. Therefore, personnel should be counseled to accept a variety of assignments in supporting positions to qualify themselves for assignment to key positions. Management may also identify and give advance notice of positions which have been determined to be essential in providing the variety of experience required in preparation for effective performance in specific key positions.

1. Mobility includes any change in organizational assignment, functional or sub-functional area of specialization, or nature of assignment (line to staff, staff to supervisor, component to component, etc.). It may also require geographic relocation. Geographic relocation is required only in a limited number of career positions above the trainee level for development purposes, generally upon execution of a properly constituted mobility assignment agreement, signed voluntarily at the time of entrance into the position.

2. Career interns/trainees entering the procurement field at the normal entrance level may be required to sign an "Understanding of Mobility Requirements" agreement as a condition of employment. The agreement will be limited to the duration of the Training Program, ordinarily not over five years. The agreement will be filed as a permanent part of the employee's record.

CAREER STRUCTURE

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Career Work Force Structure A–3

DoD Procurement Career Structure A–4

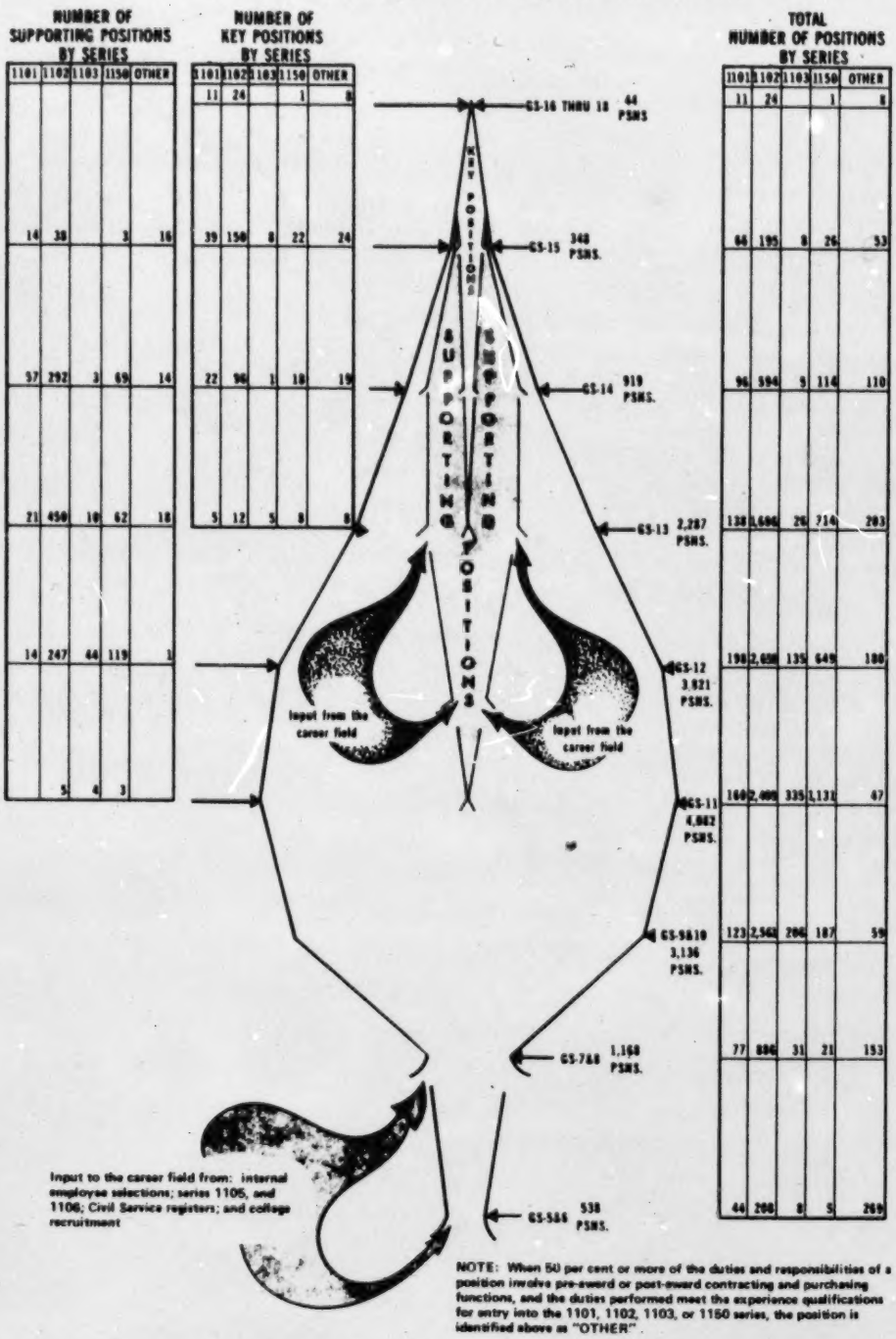
CAREER WORK FORCE STRUCTURE

The career structure on page A–4 is drawn to scale. It represents the total number of procurement positions in the Department of Defense as of 1 July 1973. The number of positions will fluctuate, but the structure will remain essentially the same. For each grade level, the number of positions is graphically portrayed by the width of the diagram. The preponderance of positions are at the intermediate level.

Careerists who aspire to the highest levels in the career field should seek assignments which provide the qualifying experience required for supporting positions, and eventually, key positions. The pathway to the top is through these positions. DoD Component Executive Development Programs interface with key and supporting positions at the GS–13/18 level.

Most key and supporting positions require multi-specialty experience. To obtain this experience, the careerist must have served in several specialty areas of the Procurement Career Program. To become qualified for a specialty area in which the employee does not have experience, training and development must be accomplished and recorded in the employee's personnel folder (see Appendices B and C). Civilian personnel classification specialists, staffing specialists and career program advisors are available to assist careerists and supervisors in operating this career program. Additional guidance on career counseling is provided in Appendix D.

DOD PROCUREMENT CAREER STRUCTURE


NUMBER OF SUPPORTING POSITIONS BY SERIES
1101 1102 1103 1150 OTHER
14 38 3 16
37 292 3 69 14
21 450 19 62 18
14 247 44 119 1
5 4 3
NUMBER OF KEY POSITIONS BY SERIES
1101 1102 1103 1150 OTHER
11 24 1 8
39 150 8 22 24
22 96 1 18 19
5 12 5 8 8
TOTAL NUMBER OF POSITIONS BY SERIES
1101 1102 1103 1150 OTHER
11 24 1 8
66 195 8 26 53
96 594 9 114 110
138 1,686 26 714 203
198 2,688 135 649 180
160 2,488 335 1,131 67
123 2,562 286 187 59
77 886 31 21 153
44 298 8 5 269
KEY POSITIONS
SUPPORTING POSITIONS
GS-16 THRU 18 44 PSNS.
GS-15 348 PSNS.
GS-14 919 PSNS.
GS-13 2,287 PSNS.
GS-12 3,921 PSNS.
GS-11 4,882 PSNS.
GS-9&10 3,136 PSNS.
GS-7&8 1,168 PSNS.
GS-5&6 538 PSNS.
Input from the career field
Input from the career field
Input to the career field from: internal employee selections; series 1105, and 1106; Civil Service registers; and college recruitment

NOTE: When 50 per cent or more of the duties and responsibilities of a position involve pre-award or post-award contracting and purchasing functions, and the duties performed meet the experience qualifications for entry into the 1101, 1102, 1103, or 1150 series, the position is identified above as "OTHER".

MASTER TRAINING PLAN

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I. GENERAL

A. The following training courses have been selected and approved by the Defense Procurement Career Management Board for the Program. The courses are divided into three levels (Entry, GS–5 thru 8; Intermediate, GS–9 thru 12; and Senior, GS–13 and above). Mandatory courses for all levels, by series, are listed at pages B–6 thru B–11. Mandatory courses within each level must be completed before promotion to the next higher level, or on a waiver basis as provided herein within 12 months thereafter. For the Senior Level, mandatory courses must be completed by the date of promotion to GS–14 or on a waiver basis within 12 months thereafter. In spite of a waiver, the Head of a Procuring Activity (HPA) has the authority to require a careerist to satisfactorily complete such appropriate mandatory procurement courses in conjunction with meeting prerequisites before appointment as a contracting officer in accordance with the Armed Services Procurement Regulation (ASPR) 1–405.1. Procurement activities should attempt to send eligible careerists to mandatory courses well in advance of their possible promotion to the next career level. This will be a matter of DoD audits, Inspector General visits, Procurement Management Reviews and Contract Management Reviews.

B. Careerists who achieved the intermediate level prior to November 1967 are presumed to have satisfied the requirements for training below that level. Careerists who achieved the senior level prior to November 1967 are presumed to have satisfied the requirement for training at the Entry and Intermediate levels.

C. Although courses are listed in three levels, the lines are not rigid. Anyone desiring to take a course listed in a different career level should consult his career development/training office for information.

D. In addition to the mandatory courses, each DoD Component shall develop and provide its employees a list of courses "mandatory when required by mission" derived from the lists on pages B–3 thru B–5. Courses pertinent to an individual's career development plan will be listed in his DD Form 1917 (Test) which will be retained in the individual's Official Personnel Folder. A copy of the DD Form 1917 (Test) should be retained by the supervisor for counseling and monitoring purposes.

E. Equivalent courses and tests are listed at Pages B–7 through B–9.

II. TRAINING COURSES

A. Consult the Defense Management Education and Training (DMET) Catalog (DoD 5010.16C) concerning descriptions and prerequisites for the available courses listed at pages B?3 thru B?5.

B. Available courses (mandatory courses are listed at pages B–5 thru B–7):

ENTRY LEVEL — GS–5 thru 8

Base Procurement Officer (AF) 30BR6531–2—5 weeks and 3 days
Central Procurement Officer (AF) 30BR6531–3—6 weeks and 3 days
Contract Administration 175 (JT)—3 weeks
Contract Management Officer (AF) 30BR6531–4—6 weeks
Defense Contract Negotiation Techniques CN (JT)—1 week
Defense Cost and Price Analysis 141 (JT)—2 weeks
Defense Cost and Price Analysis PN (JT)—2 weeks
Defense Procurement Management 8D–4320 (JT)—4 weeks
Defense Small Purchase Course SP (OJE)
Defense Two-Step Formal Advertising and Multi-Year Procurement Seminar MY (JT)—2 days
Industrial Property Administration 160 (JT)—2½ weeks

Entry Level (continued)

Production Management I 269 (JT)—7 weeks
Research and Development Procurement Officer (AF) 30BR 6531–6—6 weeks
Systems Procurement Officer (AF) 30BR6531–5—5 weeks and 3 days

INTERMEDIATE LEVEL GS–9 thru 12

Advanced Contract Administration 179 (JT)—2 weeks
Advanced Property Administration 161 (JT)—1½ weeks
Automatic Data Processing Appreciation 7E–F7 (JT)—1 week
Contract Law 16[illegible]T)—2 weeks
Contractual Aspects of Value Engineering 560 (JT)—1 week
Cost Reimbursement/Incentive Contracting 176 (JT)—1½ weeks
Defense Advanced Incentive Contracting Workshop IC (JT)—2 weeks
Defense Advanced Procurement Management 8D–F12 (JT)—3 weeks
Defense Advanced Procurement Pricing 145 (JT)—3 weeks
Defense Contract Pricing Techniques 142 (JT)—4 weeks
Defense Procurement Management for Technical Personnel MT (JT)— 1 week
Defense Specification Management 8D–F1 (JT)—2 weeks
Defense Termination Settlement TS (JT)—1 week
Evaluation of Performance Measurement Systems 194 (JT)—3 weeks
Logistics Management 580 (AF)—4½ weeks
Management of the Quality Function 8D–F18 (JT)—2 weeks
Management Statistics 7E–F15 (JT)—2 weeks
Operations Research Appreciation 7A–F12 (JT)—1 week
Principles and Application of Value Engineering 8D–F27 (JT)—2 weeks
Product Assurance Appreciation 8D–F21 (JT)—1 week
Production Management II 279 (JT)—2½ weeks
Program Management (DSMS–4) (JT)—20 weeks
Quantitative Methods for Advanced Procurement Pricing 144 (JT)—2 weeks
Seminar for Middle Managers 7A–F5 (JT)—2 weeks
Small Business and Government Contracting Colloquium SB (NV)—1 day
Statistical Quality Control I (8D–F23) (JT)—3 weeks
Work [illegible]ming and Control Systems 7A–F21 (JT)—3 weeks

SENIOR LEVEL GS–13 and above

Defense Management Systems (JT)—4 weeks
Defense Procurement Executive Seminar ER (JT)—1 week
Executive Refresher Course in Program Management (DSMS–3) (JT)—3 weeks
Industrial College of the Armed Forces—10 months
Logistics Executive Development 8A–F17 (JT)—19 weeks
Managing the Value Engineering Program 8D–F28 (JT)—2½ days
Modern Pricing Techniques for Procurement Managers 148 (JT)—3 days
System Program Management 570 (AF)—7½ weeks
Systems and Procedures Analysis 7A–F18 (JT)—2 weeks
Top Management Seminar 7A–F25 (JT)—2 weeks

C. The courses listed below are examples of some of those offered by local activities, DoD institutions; local universities and comparable institutions; they may be taken by procurement careerists at any appropriate level.

Advanced Management Program (Harvard Business School)—13 weeks
Advanced Seminar for Federal Executives (Civil Service Commission)

Air War College—10 months
Alfred P. Sloan Fellowship—12 months
Armed Forces Staff College—5 months
Army War College—10½ months
Communication Techniques for Managers (various)
Conference Leadership (various)
CSC Executive Seminar Series
Education for Public Management (various)
Effective Speaking (various)
Effective Staff Communications (various)
Effective Writing (various)
Electronic Computers in Business (Local Universities and DoDCI)
Emergency Management of the National Economy—Correspondence Course (ICAF)
Federal Executive Institute (CSC)
Fellowship for Federal Executives (Princeton University)
Fundamentals of Management (various)
Human Relations Workshop and Seminars (various)
Industrial College of the Armed Forces—10 months
Legal Analysis for Business Managers (Local Universities)
National Security Management (ICAF)
National War College—10 months
Naval War College—10 months
Organization and Management Theory (Local Universities)
Personnel Management for Executives (Department of the Army, Regional Training Centers)
Planning and Control of Business Management (Local Universities)
Principles of Industrial Management (Local Universities)
Problems in Supervision (various)
Procurement and Contracting Graduate Study (George Washington University)
Supervisory Development (various)
Trends in Personnel Management (various)
Work Simplification (various)

III. GENERAL BUSINESS AND INDUSTRY GS-1101 TRAINING REQUIREMENTS

Level	Mandatory Course	
Entry	Contract Administration 175 (JT)—3 weeks	or
	Defense Procurement Management 8D-4320 (JT)—4 weeks	
Intermediate	Advanced Contract Administration 178 (JT)—2 weeks	or
	Defense Advanced Procurement Management 8D-F12 (JT)—3 weeks	
Senior	Top Management Seminar 7A-F25 (JT)—2 weeks	
	*Defense Procurement Executive Seminar ER (JT)—1 week	

IV. PROCUREMENT AND PRODUCTION GS-1102 TRAINING REQUIREMENTS

Level	Mandatory Course
Entry	Defense Procurement Management 8D-4320 (JT)—4 weeks
	Defense Contract Negotiation Techniques CN (JT)—1 week

*This is a dynamic course, designed to update the senior level. It should be attended at least every five years.

Level	Mandatory Course	
	Defense Cost and Price Analysis 141 (JT)—2 weeks,	or
	Defense Cost and Price Analysis PN (JT)—2 weeks	
	Air Force Defense Cost and Price Analysis Seminar (141)	or
Intermediate	Defense Advanced Procurement Management 8D–F12 (JT)—3 weeks	
	Defense Contract Pricing Techniques 142 (JT)—4 weeks	
	Contract Law 166 (JT)—2 weeks	
Senior	Top Management Seminar 7A–F25 (JT)—2 weeks	
	*Defense Procurement Executive Seminar ER (JT)—1 week	

V. CONTRACT ADMINISTRATION GS–1102 TRAINING REQUIREMENTS

Level	Mandatory Course	
Entry	Defense Procurement Management 8D–4320 (JT)—4 weeks	
	Contract Administration 175 (JT)—3 weeks	
	Defense Contract Negotiation Techniques CN (JT)—1 week	
	Defense Cost and Price Analysis 141 (JT)—2 weeks,	or
	Defense Cost and Price Analysis PN (JT)—2 weeks	
	Air Force Defense Cost and Price Analysis Seminar (141)	or
Intermediate	Advanced Contract Administration 178 (JT)—2 weeks	
	Contract Law 166 (JT)—2 weeks	
	Defense Contract Pricing Techniques 142 (JT)—4 weeks	
Senior	Top Management Seminar 7A–F25 (JT)—2 weeks	
	*Defense Procurement Executive Seminar ER (JT)—1 week	

VI. PRICE, COST ANALYST GS–1102 TRAINING REQUIREMENTS

Level	Mandatory Course	
Entry	Defense Contract Negotiation Techniques CN (JT)—1 week	
	Contract Administration 175 (JT)—3 weeks	or
	Defense Procurement Management 8D–4320 (JT)—4 weeks	
	Defense Cost and Price Analysis 141 (JT)—2 weeks	or
	Defense Cost and Price Analysis PN (JT)—2 weeks	
	Air Force Defense Cost and Price Analysis Seminar (141)	or
Intermediate	Defense Contract Pricing Techniques 142 (JT)—4 weeks	
	Advanced Contract Administration 178 (JT)—2 weeks	or
	Defense Advanced Procurement Management 8D–F12 (JT)—3 weeks	
Senior	Top Management Seminar 7A–F25(JT)—2 weeks	
	*Defense Procurement Executive Seminar ER (JT)—1 week	

*This is a dynamic course, designed to update the senior level. It should be attended at least every five years.

VII. INDUSTRIAL PROPERTY GS–1103 TRAINING REQUIREMENTS

Level	Mandatory Course	
Entry	Industrial Property Administration 160 (JT)—2½ weeks	
	Contract Administration 175 (JT)—3 weeks	or
	Defense Procurement Management 8D–4320 (JT)—4 weeks	
Intermediate	Advanced Industrial Property Administration 161—1½ weeks	
Senior	Top Management Seminar 7A–F25 (JT)—2 weeks	
	*Defense Procurement Executive Seminar ER (JT)—1 week	

VIII. INDUSTRIAL SPECIALIST GS–1150 TRAINING REQUIREMENTS

Level	Mandatory Course	
Entry	Production Management I 269 (JT)—7 weeks	
	Contract Administration 175 (JT)—3 weeks	or
	Defense Procurement Management 8D–4320 (JT)—4 weeks	
Intermediate	Production Management II 279 (JT)—2½ weeks	
	Advanced Contract Administration 178 (JT)—2 weeks	or
	Defense Advanced Procurement Management 8D–F12 (JT)—3 weeks	
Senior	Top Management Seminar 7A–F25 (JT)—2 weeks	
	*Defense Procurement Executive Seminar ER (JT)—1 week	

IX. EQUIVALENT COURSES AND TESTS

A. General

The Defense Management Education and Training Board is responsible for approval of training courses determined to be equivalent to the mandatory courses in this Appendix. The Board will grant equivalencies for DoD courses only. Individuals who do not complete mandatory or equivalent courses must pass the appropriate equivalency test. Equivalency test information is available in DoD Manual 1430.11–M (there may be times when tests are not available due to revisions). Equivalency procedures for DoD Component designated mandatory courses will be established by the Component.

Nothing in this manual will negate duly granted equivalency credits acquired by individuals under prior procedures.

ENTRY LEVEL GS–5/8

COURSE	EQUIVALENT COURSE	PROCUREMENT KNOWLEDGE TEST (EQUIVALENT TEST)
Contract Administration 175 (JT)	1) ECI Course #6606—Contract Administration	DODPKT—CA
	2) Contract Administration Seminar (AFIT–SL)	

*This is a dynamic course, designed to update the senior level. It should be attended at least every five years.

COURSE	EQUIVALENT COURSE	PROCUREMENT KNOWLEDGE TEST (EQUIVALENT TEST)
Defense Cost & Price Analysis 141 (JT)	(1) Defense Cost & Price Analysis PN (JT) (2) Air Force Defense Cost & Price Analysis Seminar (141)	DODPKT—DC & PA
Defense Procurement Management Course 8D–4320 (JT)	Defense Procurement Management Course 1) 8D–4320 (OJE) 2) 8D–4320 (Ext) Army Logistics Management Center 3) The first five weeks of 30OZR6500—2 thru 6 ATC Procurement and Production Officer Course Lowry AFB*	DODPKT—DPM
Defense Small Purchases SP (JT)	Defense Small Purchase Course (OJE) USALMC	DODPKT—DSP
Industrial Property Administration 160 (JT)	None.	DODPKT—IPA
Defense Two-Step Formal Advertising and Multi-Year Procurement Seminar MY (JT)	None.	None.
Production Management I 269 (JT)	None.	DODPKT—PM
Defense Contract Negotiation Techniques CN (JT)	Defense Negotiation Techniques PN (JT) (Phase II), RPI W6. 27 Negotiation Techniques*; Defense Art and Technique of Negotiating Contract Modifications CM (JT)*	None.

INTERMEDIATE LEVEL GS–9/12

COURSE	EQUIVALENT COURSE	PROCUREMENT KNOWLEDGE TEST (EQUIVALENT TEST)
Advanced Contract Administration 178 (JT)	None.	DODPKT–ACA
Production Management II 279 (JT)	None.	DODPKT–APM
Advanced Industrial Property Administration 161 (JT)	None.	DODPKT–AIP
Contract Law 166 (JT)	1) Air Force ECI Course #6607—Contract Law 2) Government Contract Law—RPI/HH Course #W6.23 (1970–1971 Academic years only)* 3) AFIT–SL Contract Law Seminar Course	DODPKT–CL

*Course no longer offered.

COURSE	EQUIVALENT COURSE	PROCUREMENT KNOWLEDGE TEST (EQUIVALENT TEST)
Defense Advanced Procurement Management 8D–F12 (JT)	None.	DODPKT–DAP
Defense Termination Settlement TS (JT)	Defense Termination Settlement & Negotiation TS (JT)*	DODPKT–TS & N
Contractual Aspects of Value Engineering 560 (JT)	1) Extension Course Institute Course 6603 (DoD) MOVE—Air Force 2) MOVE training conducted by AMETA 3) MOVE Seminar—AFIT–SL	None.
Defense Contract Pricing Techniques (Pricing II) 142 (JT)	None.	DODPKT–CPT

SENIOR LEVEL GS–13 AND ABOVE

COURSE	EQUIVALENT COURSE	PROCUREMENT KNOWLEDGE TEST (EQUIVALENT TEST)
Defense Procurement Executive Seminar ER (JT)	None.	None.
Top Management Seminar 7A–F25 (JT)	None.	None.

B. Procedure for Establishing Equivalent Courses

Equivalences will be granted only for those courses prescribed herein as DoD mandatory courses provided such equivalent courses are offered by the Federal government.

Requests will be channeled through the DoD Component Procurement Functional Coordinator or his designee to the Chairman, Defense Procurement Career Management Board. The Board will normally assign the executive agent for the mandatory DoD course to make a technical evaluation. In special situations, courses may be evaluated by the Board or by assignment of the Board to other than the executive agent for the mandatory course. The evaluating agent will make recommendations to the Board with supporting rationale. The Board will determine whether or not the course is equivalent. The executive agent for the mandatory DoD course will be assigned responsibility for periodic audit of the equivalent course to ensure that equivalency is maintained.

*Course no longer offered.

PERSONNEL DEVELOPMENT

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PERSONNEL DEVELOPMENT

I. GENERAL

Practical experience on the job is considered the primary means of personnel development. However, practical experience will be supplemented and/or complemented by appropriate training courses. The need to attend training courses is most needed at the entry and mid-career levels and may taper off for participants in the upper levels. However, developmental work assignments should recur periodically throughout each employee's career.

II. DETERMINING NEEDS

The determination of individual training and development needs begins with the career appraisal explained in Appendix D.

Supervisors of participants should review the current DD Form 1917 (Test), Sections II and III, and establish organizational priorities for the individual development shown on these forms. Requests for training or development of civilian employees must be made through the servicing civilian personnel office (CPO). To assure timely and proper use of training activities and funds, CPOs budget and program training on a fiscal year basis and usually survey operating officials in the second or third quarter of each fiscal year to identify training needs for the coming fiscal year. At this time, supervisors must either initiate or reconfirm requests for civilian development as planned on the DD Form 1917 (Test).

III. DEVELOPMENT PROGRAM GUIDANCE

A. General

Developmental assignments usually consist of on-the-job work experiences arranged in order of difficulty, starting with the easiest and progressing up to the most complex tasks. Because the normal cycle of work activities may not provide a developmental sequence of assignments, certain important and critical operations may be accomplished only occasionally. Unless these infrequent but critical tasks are identified and made available, careerists may not qualify for future positions. To assure proper employee development, each supervisor should plan developmental assignments which will provide the employee the needed experience. The supervisor must ensure the assignment is recorded in the employee's official personnel folder.

B. Training Agreements

Development programs may or may not involve training agreements with the U. S. Civil Service Commission. These training agreements are used when specific training and development is to be recognized as a substitute for time in grade or other Civil Service qualification requirements. The need for training agreements will be determined in coordination with the civilian personnel office at base or major command level if appropriate. Part IV of this Appendix (page C–5) contains a far-reaching training agreement which permits, for purposes of development, the assignment of DoD employees (GS–9/18) for periods of 6 months up to 3 years (a) across DoD component and functional lines, (b) without reference to qualification requirements of the position to which assigned for purposes of development, and (c) without further negotiations with the Civil Service Commission.

C. Entry Level

Development at the entry level is intended to produce qualified and motivated employees to meet requirements for replacements at the full performance level. Components will use training and

development programs tailored to meet their specific needs. However, minimum entry level training course requirements for Procurement career trainees are included in Appendix B. At the entry level, it is desired that trainees and interns be exposed to the sub-functions of procurement and the roles of its various specialists. Therefore, in addition to training courses, the new careerist must also have the opportunity to serve in several procurement specialties.

D. Intermediate Level

1. At the intermediate level, specialization is desired. Here, the preponderance of the procurement work is accomplished. Development continues, but the length of time an individual spends in each position generally increases. Employees tangentially move toward self-fulfillment as a specialist or as a generalist. Development of the specialist usually will not require formalized agreements or structured programs to qualify careerists for different specialities. For example, the specialist development of a price analyst could also involve experience in a position as a cost analyst and, eventually, as a negotiator of multi-million dollar contracts. Sequential occupation of these positions in this order qualifies the careerist without deviating from CSC qualification standards.

2. Development of the generalist involves establishing a good foundation of experience in the careerist's primary specialty, followed by lateral movement to a related specialty. This lateral move may be accomplished under a training agreement which serves to exempt the individual from possessing the qualifications for the position. Assignment to these positions may be in the form of an exchange (incumbents exchange positions) or to a vacant position. Usually after a minimum of one year the careerist may return to the original position, or may be reassigned or promoted in accordance with previously prescribed and DoD Component approved plans. The training agreement at page C–5 is the authority for development assignments.

E. Senior Level

1. At the senior level, both specialist and generalist development continue. The amount of time required for an individual to become effective in a developmental position should decrease in proportion to the frequency of developmental assignments and higher grades. As shown in Appendix A, supporting positions are developmental pathways to key positions. Key positions, as shown at page A–4, are at the top of the career ladder, constituting the ultimate goal for careerists who aspire to the highest levels in Procurement.

2. Senior level participants may also participate in the Component Plan for Executive Development which must meet the following requirements:*

   a. An inventory of current executive personnel available for development and a projection of executive manpower requirements, including an estimate of the number of executive positions to be filled during the next five years. (The identification of key positions, replacement requirements and CAIRS.)

   b. A system to identify and select mid-managers with high potential for assuming executive positions. (CAIRS and the career appraisal.)

   c. A system to determine and document development needs of incumbent executives and managers with high potential. The system shall provide for eligibility and selection

*Parentheses show Program procedures which meet the itemized requirement of the Executive Development Plan.

criteria; appraisal and counseling of the selectees being developed; preparation, review and updating of individual development plans on an annual basis. (The career Appraisal, DD Form 1917 (Test).)

d. A system for validating training and development requirements and for determining the resources needed to support those requirements. The component resources requirement plan should anticipate the developmental, identification and administrative expenses required. (Review of individual development plans and report of organization training needs.)

e. A system to evaluate the overall effectiveness of the civilian executive development program according to established objectives. (Career program evaluation criteria calls for at least 75% of key position vacancies to be filled by participants of the career program.)

IV. DOD-WIDE TRAINING AGREEMENT FOR ROTATIONAL ASSIGNMENTS FOR DEVELOPMENT OF KEY PERSONNEL OF THE DEPARTMENT OF DEFENSE

Reason for Training Agreement

The importance of developing key personnel through the use of planned rotational assignments is clearly established. A recent important study of the Department of Defense pointed out that not even the best organization and management procedures will improve the effectiveness of Defense operations unless qualified personnel are matched to the requirements of the jobs. This Training Agreement provides for a flexible, improved training program through rotational assignments (herein referred to as "assignments") which reduces rigidity at the higher levels to meet the requirements of a dynamic managerial structure. It is to be used for cross-training and development of key personnel at the middle, senior and executive levels (hereinafter to be referred to as "participants"). Participants in this program will have been identified as individuals with high potential under the provisions of a DoD civilian career program or FPM Letter No. 412–1.

Purpose of the Training Agreement

The purpose of the Agreement is to provide each DoD component the authority, without further negotiations with the Civil Service Commission, to establish a Rotational Assignment Program (hereinafter referred to as "Program") designed (a) to increase the competence of key personnel by providing them with the opportunity to acquire additional needed knowledge and skills required by the occupational disciplines of their line of work or needed knowledge and skills involving processes, techniques and systems in other related lines of work which cut across occupational lines, and (b) to create a manpower pool from which well-qualified individuals can be selected strictly in accordance with merit promotion requirements for filling positions when actual vacancies arise at the senior and executive levels.

The following objectives are to be included in any program developed under the terms of the Agreement:

To provide a vehicle by which DoD employees, Grades 9 and above, may rotate assignments for development and training purposes and by which the provisions of DoD Instruction 1430.8, paragraph VII.C.5.c., can be met.

To develop managers to meet the immediate and long-range documented needs for trained managerial replacements through the medium of temporary assignments within or between the military departments and Defense agencies (hereinafter referred to as "DoD components") or between elements of the DoD components, other Federal agencies, state and local governments, and institutions of higher learning.

To provide for the planned movement of personnel from one assignment to another to impart a variety of managerial/technical skills and breadth of knowledge which will simultaneously im-

prove the capability of the Department of Defense and its employees. Such assignments are to be designed to induce an appreciation and understanding of operations in operationally or occupationally related functions or other functional areas for which there is a need and the participants demonstrate potential for success. These rotational assignments will serve to enhance the performance of participants in their present series and also serve as a medium for qualification for reassignment, following successful completion of assignments in series other than the ones for which presently assigned. This may involve an exchange of individuals normally engaged in the same or occupationally or operationally related functions within and outside the agency.

To reinforce training and development programs described in the DoD civilian career programs with practical experience which will accelerate the professional maturity of DoD's career employees and attain the objectives set forth in FPM Letter No. 412–1.

Position Coverage

A Program developed under the Agreement will provide for assignment of DoD personnel in all series, Grades GS–9 and higher. All rotational assignments will be made in grade. Normally, in cases where exchange of employees is involved, both employees in any assignment will be of equal grade. This does mean that assignments can be made to organizations which cannot reciprocate in an exchange on a one-to-one basis. In each case, the duties to be performed must be described and a classification title, series and grade level assigned (where exchanges are involved, the respective position description will suffice). Employees selected for participation in this Program will be assigned duties occupationally or operationally related to the responsibilities of their present positions or in other functional areas for which there is a need and the nominees demonstrate potential for success. Candidates may be assigned to any position for purposes of training and development, but no candidate is eligible for placement at the conclusion of the program in a position which has positive education or professional requirements unless the candidate meets those specific requirements established by U.S. Civil Service Handbook X–118, Qualification Standards. (See page 5 under Placement upon Completion of Program.) For personnel and payroll purposes, participants will continue to occupy the official position from which they are exchanged or assigned. An SF 50 is to be prepared for each rotational assignment.

Method of Selecting Participants

Recognizing the importance of the selection and appraisal processes in relation to any program for the development of managers, DoD components will use a career appraisal process that meets the requirements of the merit promotion program of the participating DoD component. Care will be taken to assure that the individuals selected possess the essential basic skills and demonstrate high potential for advancement so as to give reasonable assurance of success in their proposed assignments. Selection determinations are a managerial responsibility and must be made in accordance with merit promotion principles. When applicable, they are also subject to the requirements of Part 305 of the Civil Service Regulations.

Outline of Training to Be Provided in a Program

The training and development, and the work experience of the interested and qualified employee will be reinforced with practical experience in functions occupationally or operationally related to his career occupation or other functional areas. This practical experience will be acquired through assignment of personnel within or between DoD components or between DoD components and other Government agencies. Assignments will be negotiated for periods of time of not less than six months or more than three years. In any instance in which assignment to higher level duties is found necessary, the assignment may not exceed 240 calendar days. Similarly, assignment to lower level duties may be made for short periods of time, but in no case in excess of 180 calendar days. Individual training plans will be developed stating the relationship of the exchange or rotational assignment to the employee's present duties and the benefits to accrue to the individual and to DoD component mission

accomplishment as a result of the assignment. The training plan will be detailed enough to assure that the training to be accomplished during the period of the assignment includes an in-depth orientation concerning the employee's new work assignment function, followed by a period of actual on-the-job training supplemented by appropriate formal related training necessary to acquaint the participant with new procedures and concepts, and to equip the participant to undertake increased managerial or executive responsibilities. The individual training plan will include a summary of the plan for utilization of the participant and his newly-acquired skills and knowledge following the assignment. These plans will be prepared prior to the beginning of the actual assignment. They will be a factor in the negotiation for the assignment undertaken by the chief of the functional elements employing the participants. Each functional element chief will receive guidance and assistance in these negotiations from his Civilian Personnel Officer. Copies of the training plan will be provided each participant, each supervisor involved, and the Civilian Personnel Officer(s). Although individual training plans developed under this Agreement do not require U.S. Civil Service Commission approval prior to the assignment, a copy will be filed in each participant's Official Personnel Folder to be available to survey inspection teams.

Upon completion of the assignment period, the participants will return to their normal duties.

Personnel Actions During the Program

During the course of the assignment, participants should be considered for any promotion or reassignment for which they would normally be considered. If promotion or reassignment results, the participant may continue the Program for the balance of the assignment or the assignment may be terminated; specific disposition is a management decision to be decided collectively by the supervisors involved.

Placement upon Completion of Program

Upon completion of the Program, participants may return to their normal duties, or may be reassigned or promoted in accordance with previously prescribed and DoD component approved plans. In addition to the above, satisfactory completion of the Program of at least one year fully meets the qualification requirements for either reassignment or promotion to the position for which they were in training. (Candidates must meet any minimum educational requirements applicable to the proposed position.) While promotion may not necessarily result upon successful completion of the Program, successful completion will be considered a significant merit factor in considering these participants for advancement to positions of increased responsibility.

Flexibility Provisions

When evaluation of the participant's progress and/or background of training and experience indicates that it is necessary, his individual training plans which were prepared during the assignment negotiation may be modified to assure that supplemental formal related training may be scheduled, or may otherwise be modified to meet his developmental needs. The assignment period may be extended for not more than four months if the attainment of the prescribed skill has not been achieved during the period prescribed in the individual training plan. Assignments may be terminated by the officials responsible for the Program, and the participants involved in the assignments returned to their normal assignments when it is determined that such termination is in the best interest of the Department of Defense. All changes in the individual training plans must be made a part of the participant's training records.

Officials Responsible for the Program

The head of each DoD component is responsible for the Program and has delegated responsibility for program direction, control and guidance to appropriate directors of civilian personnel of each of the DoD components. Control of the Program at the local level will be maintained through analysis

of progress reports made by participating functional element, field activities, and other Department of Defense or other Government agencies. Within the DoD components, Program achievement will be analyzed through periodic surveys and as appropriate, on-site inspections by survey teams of the DoD component Office of Civilian Personnel.

The Civilian Personnel Officers will maintain close liaison with the manager of the functional area(s) in which assignment training is being undertaken to assure that the participant receives the training necessary to accomplish the objectives of the Program. Periodic progress reports will be furnished as appropriate.

The DoD functional elements in which rotational assignment training is being undertaken will, in collaboration with the DoD component Civilian Personnel Offices, be responsible for coordinating and administering the Program within their functional areas, including: negotiation of rotational agreements with the assistance and guidance of the Civilian Personnel Officer; working closely with the participants and evaluating their progress; assuring that beneficial development is being gained through the work experience; and keeping the activity Commander and Civilian Personnel Officer advised of the participant's progress. The head of each DoD component will issue policy and regulatory guidance concerning the administrative details to be considered in controlling the Program. An agreement will be negotiated between the functional elements involved in the assignment of personnel that will provide for the specific details of the assignment. Such negotiation will be undertaken in accordance with procedures and guidance established by DoD component policy and regulatory instruction.

Evaluation of Participant's Progress

A special career appraisal of each participant's performance will be made by the participant's immediate supervisor and reviewed by the head of the functional area each three months. Each appraisal will be discussed with the participant and include plans for the further development of the employee's technical, managerial, or executive skills. The final appraisal and training record will be made a permanent part of each participant's Official Personnel Folder since it is a documented record of training and participation in the Program.

CAREER COUNSELING AND APPRAISAL SYSTEM

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I. General D–3

II. Guide for Counseling and Appraising D–3

III. DD Form 1917 (Test)—Employee Career Appraisal D–7

THE DOD EMPLOYEE CAREER COUNSELING AND APPRAISAL SYSTEM FOR PROCUREMENT PERSONNEL

I. General

A. Purpose

To provide the employee and supervisor with the opportunity to review current job performance, discuss career interests, assess capability for progression, and establish an appropriate program of training and development to support the employee's career interests and the needs of the Department of Defense.

B. Definitions

1. Counseling. Counseling is a helping process which permits supervisors and employees to constructively discuss performance and behavioral factors around which an employee's career and personal development can be systematically planned.

2. Career Appraisal. Career appraisal is that process of inventorying and evaluating the attributes and potential capabilities of each employee. It inoludes analysis of career training needs for orderly progression within the career field and the planning for fulfillment of these career training needs.

3. Career Plan. The career plan is part of the career appraisal and is developed jointly by the employee and supervisor, through counseling, to establish the employee's next career position (consistent with his ultimate career objective), to determine the next career position qualification requirements, and to establish a realistic training and developmental plan to meet those requirements.

4. DD Form 1917 (Test). Employee Career Appraisal and Development Plan. This form is used in the counseling and appraisal process as a prime vehicle of communication and for assessing potential.

NOTE: There are several references to this form throughout this Appendix. A copy of the form is shown at D–7 and D–8.

II. Guide for Counseling and Appraising

A. Introduction

1. Counseling and apppraising are two essential elements in the career of an individual. It is not a periodic process; it is the supervisor's continuing, day-to-day responsibility. However, formal counseling and appraising must be accomplished once annually, concurrent with the execution of the annual performance appraisal and assignment of a performance rating under the DoD Component's performance appraisal program/rating plan.

2. Counseling is the basis upon which the Career Appraisal is formulated. It should be geared to a frank and open discussion to motivate interest in career development and it should result in a specific plan aimed at enabling the employee to attain appropriate career goals. As a minimum, it should cover the topics outlined in Section I.A. of the Counseling and Appraisal form but need not be restricted solely to these items. Specific methods for achieving a mutually beneficial counseling session will vary with each individual supervisor and employee. Regardless of the techniques utilized, the supervisor should ensure that a friendly and cooperative atmosphere is maintained. Likewise, the employee must maintain an open mind and freely discuss all aspects of individual development; honest self-appraisal is impera-

tive. In such an environment, this session will be mutually beneficial, contributing to the overall improvement of the procurement work force.

3. The counseling and appraisal process includes; (i) supervisor's preparation for a brief pre-counseling meeting; (ii) the pre-counseling meeting; (iii) supervisor's and employee's preparation for counseling and appraising session; and (iv) post appraisal actions.

4. The appraisal form, DD Form 1917 (Test), is to be prepared in four copies, one copy each will be provided to the employee, the employee's supervisor and to CAIRA through the servicing civilian personnel office and one copy to be retained in the employee's Official Personnel Folder for a period of two years.

B. Pre-Counseling Meeting

1. To prepare for the pre-counseling meeting, the supervisor should review the employee's last career appraisal and plan, and current training and development records. The supervisor should also assess the employee's performance and progress relative to the previous plan.

2. At the pre-counseling meeting, the supervisor should (i) schedule the employee's counseling and appraising session, (ii) seek an indication of the employee's long range career desires and, if appropriate, tentatively identify the employee's next career position, and (iii) plan with the employee to accomplish the actions outlined in paragraph C., below.

C. Preparation for Counseling and Appraising Session

1. After the pre-counseling meeting, the supervisor and employee obtain appropriate information regarding the skills, knowledge, and abilities required for the employee's next career position. Sources of information include Appendix A to this manual, Civilian Personnel Office representatives who are aware of classification and qualification standards, and other employees.

2. To prepare for the forthcoming session, the supervisor and employee should:

   a. Compare the employee's skills, knowledge and ability with those required for the next career position.

   b. Identify the additional skills, knowledge and ability needed by the employee to be effective in the next career position.

   c. Identify the training and development to be programmed for the employee. This includes training courses and necessary cross-training in other specialties to qualify for the next career position. NOTE: All completed training and development must be recorded in the employee's Official Personnel Folder and in CAIRS.

3. These preliminary actions set the stage and give structure to the formal counseling and appraisal session. Changes to these tentative determinations may occur during the formal session.

D. Counseling and Appraising Session

1. The supervisor and employee discuss the seven items in Section 1.A., of DD Form 1917 (test) relative to the employee's current position (correlates to employee's performance evaluation) and capability for overall career progression. This discussion should reveal how the employee stands in the mind of the supervisor. The seven items are designed to structure the discussion, not limit it. If, in the opinion of the employee, the supervisor does not adequately discuss each item, the employee should ask the supervisor to identify those items requiring improvement.

2. In Section 1.B., of the Form, the supervisor assesses the employee's capability for overall progression by entering a numerical value. This numerical assessment will be used in ranking the employee among other employees possessing similar job qualifications whenever a position is to be filled by use of the CAIRS. Procurement positions, grades GS–13 and above, must be filled by referral through the CAIRS. Activities with vacancies below grade GS–13 may use the CAIRS for referral.

3. If the current position meets the employee's ultimate career goal or desires, the supervisor checks the box in Section II.A. of the Form; the remainder of Section II. should not be completed. The fact that the employee is fully satisfied with the current position will not preclude further training opportunities to enhance the employee's performance.

4. If the employee's career interest extends beyond the current position, the supervisor and employee should have discussed and identified the next career position during the precounseling meeting. This position and its knowledge and skills requirements must be listed in Section II.C. of the Form. If Organizational Position Title cannot be identified, it should be so noted on the Form.

5. In Section II.D., of the Form, the supervisor assesses the employee's capability for progression to the next career position, based on information recorded in Section I. and Section II. B., C., and D. The first block cannot be checked if Section II.E. indicates training and development requirements remain to be met. In Section II.E., the supervisor must list the requirements the employee needs to qualify for the next career position. Using the requirements as a guide, the supervisor identifies in Section II.F. the training and development which will be requested and programmed for the employee during the next 12 months.

6. In Section III. of the Form, the supervisor lists all mandatory training not yet accomplished for the present position and any training and development recommendations that may be helpful for the employee's overall career progression, but not necessarily related to next career position.

7. Section IV. of the Form provides for authentication of the appraisal. The employee, the immediate supervisor, a reviewing supervisor and the employee's career advisor all must sign the Form. Enter comments only if appropriate or meaningful.

   a. Sections IV.A. and B. provide the supervisor and employee, respectively, an opportunity to comment on any aspect of the appraisal.

   b. Section IV.C. provides the reviewing supervisor an opportunity to concur or comment on any aspect of the apppraisal. If a conflict occurs between the employee and supervisor concerning the appraisal, the reviewing supervisor should resolve it.

   c. Section IV.D. provides the Career Advisor an opportunity to offer comments or suggestions regarding further employee development.

E. Post Appraisal Actions

1. Supervisor:

   a. Ensure the employee is afforded the opportunity to meet the requirements shown in Section II.C. and is given appropriate consideration for recommendations offered in Section III.

   b. Request a student allocation for each course listed in Section II.F. and for mandatory courses listed in Section III.

c. Schedule the employee for cross-training and/or developmental assignments listed in Section II.D., if such training and development is within the purview of the supervisor; if beyond the authority of the supervisor, request the training and development according to the procedures of the procurement activity.

d. Periodically discuss with the employee the progress made toward accomplishing the training and development listed in Sections II.E. and III.

2. Procurement Functional Manager:

The chief of the procurement function should assure that the annual submission of training requirements reflects the needs shown on the DD Form 1917 (Test) for all the activity's employees in this Program. An analysis of the cumulative requirements for training usually will reveal manpower and funding implications. To effectively and economically meet the requirements, managers should exploit the many alternatives such as on-site training, seminars, on-the-job-education, equivalency tests and correspondence courses. They are encouraged to coordinate with DoD procurement activities in the same geographic area and combine requirements for on-site training.

EMPLOYEE CAREER APPRAISAL

1–9 SOCIAL SECURITY NO.	10–11 NAME (Last, First, MI)	12–17 APPRAISAL DATE		
		YEAR	MONTH	DAY

SERIES	GRADE	POSITION TITLE	DoD COMPONENT
			CAREER FIELD/CODE

NAME AND LOCATION OF EMPLOYING ACTIVITY	ORGANIZATIONAL ELEMENT (Division, Branch, Etc.)

SECTION I

A. Discuss the following items with the employee relative to the current position and overall general progression:

1. **Technical Competence** *(Soundness of decisions and recommendations; development of solutions; innovativeness; production of quality work).*
2. **Quality and Timeliness** *(Meeting deadlines and schedules, and accomplishment of workload in order of priority).*
3. **Written communication** *(Expression of ideas in a clear, concise and convincing manner).*
4. **Oral Communication** *(Expression of ideas in a clear, concise and convincing manner).*
5. **Cooperation** *(Tact, dipiomacy and maintaining interpersonal relationships).*
6. **Stability** *(Composure and effectiveness under pressure and adverse or changing conditions).*
7. **Supervision and Administration** *(Developing subordinates; gaining respect, loyalty and cooperation; delegating authority; distributing work; coordinating and controlling diversified activities; obtaining conformance to high standards; effective planning and organizing; capability or sensitivity to adaptation of EEO goals and concepts).*

B. Assess the employee's overall capability for general progression within the career field.

18 19 ☐☐ Enter a value from 0 – 50, based on the following:

41 – 50 OUTSTANDING · 21 – 30 AVERAGE · 0 – 10 LIMITED

31 – 40 ABOVE AVERAGE · 11 – 20 MARGINAL

SECTION II

A. 20 ☐ **Check box if current position fulfills employee's immediate career desires and proceed to Sections III and IV. Do not complete the remainder of Section II.**

B. If applicable, check either or both boxes:

21 ☐ Employee is geographically mobile *(Available for assignment to another geographic location).*

22 ☐ Employee is functionally mobile *(Available for assignment locally to another type function).*

C. Next Career Position *(consult appropriate sources such as career advisors, knowledgeable civilian personnel specialists, or Position Classification Standards and Qualification Standards).*

	SERIES 23 24 25 26 27	PAY PLAN–GRADE 28 29 – 30 31	32–46 POSITION CLASSIFICATION TITLE	47–61 ORGANIZATIONAL POSITION TITLE (Optional)
1.	☐☐☐☐☐	☐☐ – ☐☐		

2. Position requirements *(Technical knowledge, skills, abilities, personal characteristics).*

D. Appraise the employee's capability for progression to the next career position. Check the appropriate box *(Only one).*

62 ☐ Can be effective in the next career position with a normal break-in period of up to three months *(appropriate training and development has been accomplished).*

☐ Can be effective in the next career position within twelve months, pending completion of appropriate training and development.

☐ Can be effective in the next career position, but requires more than twelve months to complete the appropriate training and development.

☐ Cannot be effective in the next career position within a reasonable time.

DD FORM 1 JAN 74 1917 *(Test)* EDITION OF 1 JUL 73, IS OBSOLETE.

E. What employee needs to meet requirements in C 2.

F. What training and development in the next 12 months will be requested to provide for the needs?
NOTE: Consult the employee's training record and the employee to avoid repetition of courses previously taken and to avoid over-training if the individual's record already reflects sufficient training.

SECTION III

Supervisor's recommendations for the employee's general development. *(Education or training for technical updating or for long range goals).*

SECTION IV

A. Immediate supervisor's comments:

DATE	63-80 NAME, TITLE & ORGANIZATION	SIGNATURE OF SUPERVISOR

B. Employee comments *(Check only one of the statements below):*

☐ My current position fulfills my immediate career desires.

☐ I agree that the next career position described in Section II is appropriate.

This career appraisal and plan have been discussed with me and my comments are as follows:

DATE	SIGNATURE OF EMPLOYEE

C. Reviewing Supervisor's Comments *(To what extent do you agree or disagree with the above career appraisal and plan?).*

DATE	NAME, TITLE & ORGANIZATION	SIGNATURE OF REVIEWER

D. Career Advisor's Comments:

DATE	NAME, TITLE & ORGANIZATION	SIGNATURE OF CAREER ADVISOR

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